ARIZONA DEPARTMENT OF ECONOMIC SECURITY

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Jane Dee Hull
Governor

John L. Clayton
Director

September 21, 2001

WORKFORCE INFORMATION MEMO #13-01

SUBJECT: Technical Assistance and Capacity Building Guidelines

REFERENCES: 20 CFR Part 652 Section 665.210(b)(1)(2) – other references

BACKGROUND: The Workforce Investment Act states that "the Secretary shall provide, coordinate and support the development of appropriate training, technical assistance, staff development and other activities, including assistance in replicating programs of demonstrated effectiveness to states and localities". Subsequently, the Governor's Council on Workforce Development Policy has from its Reserve Fund set aside funds to provide Capacity Building and Technical Assistance funds to train local workforce area staff and develop program performance capacity.

In Arizona the State and local workforce development system will jointly implement a Technical Assistance and Training (TAT) initiative that will accomplish the following: assess the system's TAT needs on a continuing basis (at a minimum annually); meet those needs by providing quality, proactive technical assistance; create an electronic library of training and resource materials directly available to the user; build staff capacity and establish a mechanism and process to coordinate the continuous development and delivery of TAT resources.

The TAT initiative will assist the Arizona workforce system achieve its common mission by doing the following:

- Implement and effectively operate the Workforce Investment Act using quality, proactive training and technical assistance.
- Develop a performance management system that is outcome driven and guides the system toward achieving continuous improvement in program performance.
- Provide quality services to all customers being served by the workforce system.

The Capacity Building/Technical Assistance initiative began with a system wide technical assistance needs assessment. This assessment will aid local workforce areas develop a TAT action plan and ultimately provide information requisite to build a State TAT plan that identifies technical assistance strategies necessary to accomplish its mission.

The Assessment will provide the basis for awarding Capacity Building Grants to local workforce areas. These awards are to be used to strengthen direct customer services, develop exemplary program activities and improve the competencies of front line staff and administrators.

Generally, the Capacity Building/Technical Assistance activities are designed to provide funds to Local Workforce Investment Areas (LWIAs) to enhance staff effectiveness, strengthen direct services provided to customers and develop exemplary program activities. Specifically, these funds are to be used to improve the competencies of personnel who staff and/or administer WIA programs. These include program operators, one-stop partners, eligible training providers, WIB members and employer groups.

Additionally, Technical Assistance funds will be used to assist LWIA's who have failed to meet or *may* fail to meet performance levels in any of their program initiatives. This may involve development of a performance improvement plan and/or the development of a modified local plan.

ACTION: LWIA's will use the attached application form (Attachment VI) to submit technical assistance/capacity building requests. The state strongly encourages LWIA's to develop an annual plan for capacity building and technical assistance in order to concentrate efforts and achieve optimum results when applying for the available funds. The state Workforce Development Office will forward under separate cover (annually), a state Training and Technical Assistance plan to local areas. Further, in the technical assistance report summary, it is outlined and is encouraged by the state to utilize the expertise of the local entities that have offered to assist local areas in specific topics that they identified as one of strength. TA funds can be used to facilitate the coordination of this effort.

The following attachments are included to facilitate and complete the application to request funds.

ATTACHMENT I:	PLANNING GUIDE
ATTACHMENT II:	MISSION AND DEFINITIONS
ATTACHMENT III:	PROCEDURES
ATTACHMENT IV:	QUALIFYING ACTIVITIES
ATTACHMENT V:	INSTRUCTIONS
ATTACHMENT VI:	APPLICATION FORM

If you have questions, please call Ms. Gwen LeaMon or Ms. Pat Gregan at (602) 542-3957 or your Quality Assurance Liaison.

Sincerely,

Stan Flowers
Acting Program Administrator
Workforce Development Administration

SF:DT:tyl

Enclosures

Arizona WIA Training and Technical Assistance
Assessment and Survey Results and Summary

June-August 2001

REPORT SUMMARY:

Those interviewed included directors of the workforce areas, local workforce board chairs and management staff. In every situation, they completed the Survey individually or collectively. Each Area was informed that the Survey would be the basis of the Arizona Training and Technical Assistance Plan that will award training and technical assistance funds. It was also suggested that the Survey could provide information that should be used to develop a local T&TA plan for capacity building and customer satisfaction projects.

The major survey instrument used was the "Checklist of Local Technical Assistance Needs for the Operation of WIA". The Survey includes six 'areas of focus' with a total of 46 statements/questions designed to assist local workforce areas to identify challenge issues and training experiences necessary to promote capacity building and high levels of performance. A request for technical assistance is given priority by marking 'low, moderate or high' after each statement. The last column asked if local issue specific expertise was available to give assistance to other workforce areas.

AREAS OF FOCUS:

1. By a ratio of 4 to 1, respondents requested local workforce board training to develop community involvement, partner participation and employer leadership.
2. By a ratio of 3 to 1, respondents requested a user-friendly, data system; one that captures, tracks and reports customer participation in the local workforce system.
3. By a ratio of 3 to 1, respondents requested assistance in the development and operation of the One-Stop Career Center. This includes partner participation, customer services and the development of an integrated intake process.
4. By a ratio of 2 to 1, respondents requested assistance to develop staff capacity to provide customer services. This includes integration of WIA and partner services, customer tracking and enhancement of case manager ability to work with participants and to secure other community resources to supplement WIA funds.
5. By a ratio of 2 to 1, respondents requested assistance to train local boards concerning how to establish policies in the several major initiative areas. These included selection and incorporation of required and non-required partners, establishing methodologies to determine demand occupations and defining cost allocation methods among Center partners.
6. By a ratio of 3 to 1, respondents requested technical assistance from/through the State Workforce Development office. The preference was divided between state and regional 1-1/2 day sessions on selected topics presented by experts from across the state and nation (urban areas choice) and on-site technical assistance teams (rural areas choice).

Seven workforce areas offered assistance to other areas in several categories. Yuma County was willing to help in 24 topic areas. Mohave/LaPaz Counties in five; Maricopa County in seven; Yavapai County in fourteen; Cochise in three and City of Phoenix in seven. Each offered to give assistance by providing on-site technical assistance.

AREAS OF FOCUS: (CAN HELP)

Yuma County
1. Local Workforce Board Development
2. Develop Staff Capacity to Provide Customer Services
3. General Assistance for WIA Implementation and Operation

Mohave-LaPaz County(s)
1. Local Workforce Board Development
2. Local Workforce Board Policy Initiatives

Maricopa County
1. Local Workforce Board Policy Initiatives
2. Develop Staff Capacity to Provide Customer Services
3. Integrate Partners into One-Stop Center System

City of Phoenix
1. Local Workforce Board Development
2. Local Workforce Board Policy Initiatives
3. Customer Satisfaction Surveys and Customer Tracking
4. Develop Information System

Greenlee County
1. Serve the Computer Illiterate and the Language Challenged
2. Develop Employer Outreach Methods

Yavapai County
1. Local Workforce Board Development
2. Local Workforce Board Policy Initiatives
3. One-Stop Career Center Development

Cochise County
1. Local Workforce Board development
2. Local Workforce Board Policy Initiatives
3. One-Stop Career Center Development and Operations

The second instrument used was the "Quick Check of WIA Technical Assistance Survey. It consisted of 28, one-line WIA topics. It asked the respondent to check an item if assistance would be helpful. A second column asks if local expertise is available to give assistance to other workforce areas. Each survey instrument helped verify the other and to identify priority issues and topics that require T&TA support. Additionally written

comments were encouraged to further identify challenge issues concerning the local staff and board members.

THE QUICK CHECK SURVEY YIELDED THE FOLLOWING 15 PRIORITY TOPICS, STARTING WITH THE MOST REQUESTED:

1. Create an integrated intake system
2. Integrate services with other partner agencies
3. Provide cross training for and among partners
4. Design youth services
5. Establish local performance measures
6. Develop customer tracking system
7. Use Technology to expedite staff productivity
8. Train local workforce investment boards
9. Make one-stop centers accessible for youth
10. Develop an integrated management information system
11. Secure employer participation (one-stop centers)
12. Develop employer outreach methods
13. Allocate administrative costs among the (one-stop) partners
14. (Training needed to) write grant applications
15. (Assistance needed to) assess customer needs/(job)skills

THE INVENTORY OF RESPONDENT COMMENTS:

Each comment is placed in one of four categories; no category is given priority.

THE INFORMATION SYSTEM:

1. Develop common, user friendly (computer) software.
2. MIS must be developed to share, sort, process and translate performance measures. (It) must give (status) reports during customer (matriculation) of the (local) workforce system.
3. MIS must have universal (access starting at intake) for all case managers (working) for all partners.
4. MIS must be upgraded for better reporting and tracking (of customers.

LOCAL WORKFORCE BOARD DEVELOPMENT AND TRAINING:

1. Develop a better eligible training provider application (process).
2. Need to involve (local) WIBs in a big visible project, with immediate results to keep energy levels high.
3. How (can we) keep (local) WIB members' interest?
4. Use the Association of Workforce Directors to train staff.
5. Baldridge training for local boards needs to be funded by the State.
6. Create a marketing budget for the One-Stop logo process, including funding to help local areas obtain signage or other products.
7. Assist local areas with performance standards process.

PARTNER INVOLVEMENT:

1. Intake and referral process needed (among the partner).
2. Cost allocation (agreements) among the (one-stop center) partners needed soon.
3. More training needed about partner (services) and programs.
4. Cost allocation among partners needs technical assistance (both sides).
5. Develop an integrated intake process at one-stop center.

GENERAL CAPACITY BUILDING COMMENTS:

1. Share evaluation information on videos, (use technology to train staff).
2. Subject matter will dictate method of TA delivery.
3. (Need) assistance to identify and secure additional program funds.
4. Need to find good aptitude and interest inventories. (tools for case managers)
5. Do not duplicate what is already being worked on by other groups.
6. Work through existing structures to provide T&TA.
7. Provide training to meet specific needs of monolingual participants.
8. Provide case managers with specific training that meets the needs of large Latino population.

SUMMARY/ANALYSIS:

Local workforce board training was discussed extensively, especially among the smaller workforce areas. The Survey yields high interest in board training, specifically, 'how to' involve and enhance employer leadership at the local level.

Partner involvement in the one-stop career center is very difficult for the smaller workforce areas. Most areas receive no financial support from required partners. Without the partners' services and resources the local workforce system cannot function.

CATEGORIES OF COMMENTS:

1. Technology, an information system that is universal and user friendly must be developed as soon as possible.
2. Local board training, employer and community involvement in the workforce system must happen if WIA is to be successful.
3. Required partner involvement in the establishment and operation of the one-stop career centers is vital to customer full service requirements.
4. Education of staff that includes cross training among the partners is necessary for the full integration and fair distribution of customer services.

ATTACHMENT I

CAPACITY BUILDING/TECHNICAL ASSISTANCE PLAN

PLANNING GUIDE

This Workforce Information Memo encourages Local Workforce Investment Area's to develop a capacity building and technical assistance plan. A capacity building/technical assistance plan should address items such as the following:

A.   Methods/tools for conducting a training and technical assistance needs assessment;

B.   Methods for providing capacity building to staff and/or Local Workforce Investment Board (WIB) members;

C.   Identification of areas to be addressed;
  1.   Intake procedures: One-Stop partner coordination
  2.   Outreach: employer groups and community resources
  3.   Customer feedback: Developing continuous improvement methods
  4.   Other program areas
  5.   Administrative areas
  6.   WIB responsibilities

D.   The plan is to address how it includes;
  1.   Staff professional development
  2.   Coordination and linkages with human services programs and funding sources
  3.   Networking with community stakeholders
  4.   Replication and development of exemplary programs
  5.   Curricula development based on customer feedback

E.   The plan is to include a budget; and

F.   The plan is to include how the projects will be monitored, evaluated and replicated.

ATTACHMENT II

CAPACITY BUILDING/TECHNICAL ASSISTANCE PLAN

MISSION AND DEFINITIONS

MISSION STATEMENT: To provide assistance to enhance Local Workforce Investment Areas (LWIAs) capability to provide effective services to customers.

I. **CAPACITY BUILDING** is the systematic improvement of job functions, skills, knowledge and expertise of the personnel who staff employment and training programs and Workforce Investment Board (WIB) members. Capacity Building is to enhance the effectiveness and to strengthen job training and placement services provided to customers under the Workforce Investment Act.

Capacity Building is the responsibility of Workforce Investment Areas and the State WDA Administration. This is an area in which One-Stop Center partners, program operators and community stakeholders may demonstrate collaborative partnership.

Local Capacity Building is the responsibility of the Workforce Investment Areas in cooperation with the State WDA Administration. It provides WIAs assistance in building effective program delivery at the local level. Capacity Building includes:

(A) Staff Development; (B) Networking; (C) Coordination and Integration; (D) Curricula Development; and (E) Replication

A. **STAFF DEVELOPMENT** training is:

1. Conducted to enhance the skills of staff who provide employment and training services, and administer programs, including One-Stop Center partners, program operators, eligible training providers and WIB members.

2. Provided by experts in employment and training from the local, state and federal staff levels, or provided by educators and consultants selected for their expertise.

3. Developed in consultation with the LWIAs using the results of statewide training and technical assistance needs assessments.

B. **NETWORKING** is a formal or informal methodology of learning from One-Stop Center partners and other human services staff and programs; and is accomplished through electronic and personal communication between service providers, local workforce investment areas, states, national offices and other experts. It occurs through:

1. Peer-to-peer communication;
2. Providing assistance for regional cooperation and planning;
3. Electronic training exchange;
4. Information sharing and problem solving;
5. Meetings, seminars and conferences; and
6. A clearing house and repository for the exchange of information.

C. **COORDINATION AND INTEGRATION** is the process of bringing together community and support services resources, to enhance the effectiveness and capacity of LWIAs to provide services to WIA customers. Coordination and integration occurs through:

1. Collaboration of One-Stop Center service providers, employer groups and community stakeholders.
2. Local Workforce Investment Boards providing training and employment opportunities with area training providers and local employers.
3. The State Administration facilitating the integration of services and resources at the state level to prevent administrative duplication and promote partner involvement at the local level.
4. Local One-Stop Offices integrating all partners' services for targeted customers or special groups of customers to provide unified and effective services.

D. **CURRICULA DEVELOPMENT** is the generation of training modules, which relate to the needs of the WIA system.

1. Curricula development is achieved through the adaptation of current materials or the generation of new training packages for teaching professional staff skills.
2. The State WDA Administration in conjunction with LWIA's provides for assessment of need in the State WIA system and coordinates the identification, purchase and replication of training curricula.
3. Trainers and consultants are selected in reference to the curricula that the present for consideration and the responsiveness of the curricula to the identified needs.
4. LWIAs develop curricula in the form of staff teaching manuals and program operation procedures, Board Member and partners' training, and public presentations about WIA programs.

E. **REPLICATION** is the identification, development, dissemination and training in techniques learned from innovative and successful model programs. Replication is achieved through:

1. Transfer, enhancement or development of exemplary programs.
2. Research for availability of exemplary programs at the local, state and national level using the capacity building network.
3. Utilization and adaptation of best practices at the local level.

II. **TECHNICAL ASSISTANCE** is the provision of needed resources provided to ensure that Local Workforce Investment Areas meet their performance measures and to assist LWIAs with the development of customized training projects to address problems that are specific to their area.

A. **PERFORMANCE MEASURES ENHANCEMENT** is TA provided to enhance a LWIB's ability to exceed specific performance outcomes, which were deficient in the previous program year or indicate probable deficiencies in the current year.

1. LWIA's shall, based upon an analysis of the preliminary data for the program year just ended, submit a performance improvement plan to the WIA Administration by September 30, of each program year. LWIA's expecting to exceed all standards are to submit a letter indicating that a performance improvement plan is not needed.
2. The Performance Information Report (PIR) is used for the analysis conducted by the State WDA to determine if the LWIA is failing any performance measures.
3. The LWIA shall identify training resources from their own or leveraged sources for the cost of the TA. Sharing arrangements should be developed with One-Stop partners, program operators, training providers, employer groups and community stakeholders.
4. The WDA Administration reviews the request and performance improvement plan to determine the technical assistance that is needed.
5. The State develops and implements a statewide training strategy to enhance LWIA ability to exceed performance measures in all areas identified as needing amendment.
6. LWIAs with failed performance measures that do not submit a request and performance improvement plan by September 30th each year will have a plan developed for them by the State Administration.
7. The State plan for the provision of TA designed to ameliorate performance measures deficiencies is submitted by the Governor to the Secretary of the Department of Labor by December 1, each year.

B. **CUSTOMIZED TECHNICAL ASSISTANCE** may be developed using TA funds if there are particular needs within the LWIA. This training is to address problems that may occur such as; sudden down-turns in the economy, natural disasters, reorganization of the LWIA, major changes in program operators and/or inclusion of new One-Stop Center partners or unique socio/economic situations.

III. **SYSTEM REVIEW AND MODIFICATION** evaluation and assessment of State's Capacity Building System is designed to maintain the integrity and effectiveness of WIA programs. Customer feedback through the local workforce investment areas to the WDA Administration is essential to ensure that the Capacity Building/ Technical Assistance System is evaluated and continuously improved.

A. WIA roundtables provide information on the needs for and evaluation of any and all training.

B. WDA Administration liaisons and other staff are involved in determining needs for Capacity Building through the monitoring process.

C. Federal regulations provide a means to determine the requirements for Capacity Building.

D. Evaluations and needs assessments are made at each training session to determine the effectiveness of training and continued needs for training and technical assistance.

ATTACHMENT III

CAPACITY BUILDING/TECHNICAL ASSISTANCE SYSTEM

PROCEDURES

The State Workforce Development Administration (WDA) shall provide statewide training and also grant funds for capacity building and technical assistance for local workforce areas based on training needs assessment.

The WDA Administration shall provide statewide training programs for WIA selected staff. The plan is to offer training in specific programmatic and administrative areas for one or two to three hour executive summary, which would be open to administrators, program operators, and designated staff and Board members.

Staff training will usually be a three day session or sessions for a limited number of participants, 25-30. This is a shared financial responsibility between the WIA and the State Administration. Each LWIA selects the appropriate staff persons to attend the training. The appropriate staff person or persons are those who can return to the LWIA and train the local staff or implement the information received at the training.

LWIAs may make applications for funds individually or in cooperation with neighboring workforce areas that do not have the resources in staff or funds to develop training needs assessments, TAT plans and other training activities.

I. **CAPACITY BUILDING APPLICATIONS** are generated in a variety of ways. This was discussed in the preceding directive on Capacity Building/Technical Assistance Attachment II. The State WDA Administration has conducted a needs assessment survey to determine training areas that need to be addressed. Applications may also be generated in meetings, WIA Roundtable and from WDA Liaisons' findings. It is important that formal applications in writing be made to the WDA Administration to ensure that the funds are awarded and needs addressed.

 A. Staff development applications should include the following:

 1. Statement of the problem or need;
 2. How the problem/need affects the administration of the WIA program. This is to include how the problem affects the customers, one-stop partners, program operators, training providers, WIB members and/or the community generally.
 3. The solution is to be identified in terms of staff development or WIB strategic planning.

4. Provide suggestions on staff professional development and who should provide the training.

B. Coordination and integration applications include the following:

1. Statement of the problem or need;
2. How the problem/need affects the administration of the LWIA programs. This is to include how the problem affects the customers, WIB members and/or the community at large.
3. The solution is to be identified in terms of how to best utilized coordination and integration with particular groups or individuals; especially One-Stop Center partners, program operators and eligible training providers.
4. Provide suggestions about how to provide training for coordination and linkages with neighboring LWIAs, community agencies, private foundations and other human services providers.

C. Curricula development applications include the following:

1. Statement of the problem or need;
2. How the problem/need affects the administration of the WIA programs. This is to include how the problem affects the customers, WIB members or the community at large.
3. The solution is to be identified in terms of a need for a state/local developed curricula;
4. Provide information on who/how the requested curricula will be developed.

D. Development of exemplary program applications should include the following:

1. Statement of the problem or need;
2. How the problem/need affects the administration of the WIA programs. This is to include how the program serves the customer, WIB member or the community at large;
3. The solution is to be identified in terms of how the program replication or innovation is to be instituted in other LWIAs;

   a. Description of the manuals and instructions that are to be developed to enhance replication in other LWIAs;
   b. Description of the methodology of evaluating the success of the model;
   c. Detailed budgets for the initial model and for the transfer in future years of the model to other LWIAs and

4. Provide suggestions on who is to or has developed the requested model.

II. **TECHNICAL ASSISTANCE APPLICATIONS**: The requirements for TA in relationship to failed performance measures have been outlined. Each LWIA with failed performance measures is to submit to the state WIA Administration a performance improvement plan by September 30 of each program year.

In completing the form for a request for TA, the LWIA must identify the problem, how it affects the LWIA's performance measures, what they propose to do about the problem and who is to provide the TA. It must provide a budget and include other resources to be used to meet the need.

The application must also identify non-monetary contributions, such as WDA Administration staff, One-Stop Center partner and employer assistance to work with the local LWIA.

LWIAs may apply for TA by December 1, if the LWIA program is failing to meet performance measures. The application must be received no later than September 30.

A. Application for customized TA are to:

1. Describe the situation and how to customized training will assist the LWIA overcoming the problem.
2. Explain how the training is unique from any that is available through the Capacity Building Network.
3. Explain how the LWIA shares in the expense of customized training from their own resources or those leveraged in the community.
4. The WDA Administration reviews all applications for customized training to assess the possibility the same type of training is a need for Capacity Building training for all LWIAs.

ATTACHMENT IV

CAPACITY BUILDING/TECHNICAL ASSISTANCE APPLICATION

QUALIFYING ACTIVITIES/AWARDS PROCESS

Workforce Investment Act (WIA) funds are the local initiative capital that can leverage all available local community resources to expand the reach and quality of products and services made available to the System's Customers.

The customer must be satisfied with the System's products and services or the programs have failed; continuous improvement is the result of knowing what the customer needs and desires and, consequently, supplying quality products and services. To this end all capacity building and technical assistance is directed.

Capacity Building for local workforce Boards and staff must develop continuous improvement practices through leveraging community resources and assessing customer needs. Exemplary Programs must be developed to demonstrate best practices and the processes needed to improve the quality of customer services. Performance Management activities identify problem areas, analyze current practices and survey customers to determine strategies for reform and improvement of products and services. Special Technical Assistance Projects are to address unique events; economic recession, natural disasters, or a local workforce area reorganization caused by inclusion of new partners, changes in program operators or failure to meet performance measures (customer Capacity Building application may be made for but not limited to:

A. Collaboration and coordination with other human services programs, e.g.; education, economic development, private foundations, community based organizations.

B. Training and orientation of WIB Members, One-Stop Center Partners, Program Operators, Training Providers, Employer Groups.

C. Training staff and developing particular service programs.

D. Establishing innovative/exemplary projects to develop model programs to be shared and/or replicated with other LWIAs.

E. Development of curricula development/learning packages for staff training: design training manuals and administrative procedures.

Technical Assistance (TA) may address but is not limited to the following:

A.   Correction of specific performance measures deficiencies from the previous program year.

B.   Correction of projected performance measures deficiencies in the current or next program year.

C.   Correction of problems that are unique to the LWIA and need special, customized technical assistance;

D.   Preparation of staff to identify and resolve particular program deficiencies or needs that have negatively impacted performance measures.

Capacity Building/Technical Assistance applications are reviewed by the State WDA Administrative staff. The application is designed to facilitate several kinds of assistance and projects. All applications are reviewed and considered. The funds are not awarded based upon a competition. Priorities, however, must be applied to the awarding of limited resources.

All the areas listed below are important, but three carry more weight than the others. They are: Problem identification that is based upon a training and technical assistance needs assessment (20 points); Processes used to define and resolve the problem (20 points); and, Development of methods to measure the success the project/training has had establishing continuous improvement practices (20 points).

Capacity Building/Technical Assistance funds are awarded by the State WDA Administration based upon demonstrated need, performance merit and availability of funds.

A.   Problem identification

B.   Proposed problem resolution

C.   Effectiveness in scope, costs and time

D.   LWIA and One-Stop Center Partners' resources made available to conduct the project and other community resources leveraged

E.   LWIA general programs' performance and available resources

F.   Evaluation processes used to determine the effectiveness of the project

ATTACHMENT V

CAPACITY BUILDING/TECHNICAL ASSISTANCE APPLICATION

INSTRUCTIONS

A.   Capacity Building/Technical Assistance (TA) Application needs to be completed for each capacity building/technical assistance initiative of the Local Workforce Investment Area (LWIA).

1.   **Problem Identification**: Capacity Building/TA must relate to resolving a problem. The problem may be projected or based upon past inability to meet performance measures, lack of program alternatives for customers and others. The problem must be identified. If it is a failure to meet performance measures, the performance measure must be identified by what measure the LWIA failed or is projected to fail.

2.   **How will the funds requested resolve the problem?** The LWIA is to explain how the funds will be applied to the problem and how this may overcome the problem that the LWIA is experiencing.

3.   **How will the funds be used?** The LWIA is to explain, step by step, how it will apply the funds or assistance, i.e.: (1) hire staff; (2) develop curricula; (3) train service staff; (4) recruit customers; (5) conduct TA needs assessments; (6) secure customer feedback. This section must reflect all relevant planning that has taken place.

4.   **Timeframes:** The LWIA must indicate timeframes in which each of the steps outlined will be performed and completed.

5.   **Additional Resources:** The LWIA is to identify One-Stop Center partner resources and other community resources that will assist resolution of the problem. If no other resources are to be used, the LWIA is to explain why no other resources are available.

6.   **Other Community Agencies:** Explain the role that other community agencies/stakeholders will play in the resolution of the problem. Demonstrate how the project will have a positive impact upon the employer community and generally upon the customers served by the project.

7.   **Evaluation**: The LWIA must develop monitoring and assessment methods to determine the effectiveness of the training/project. The training provided and the project developed must be organized and managed to allow replication; and procedures established to retrieve customer feedback for continuous improvement opportunities.

8. **Budget**: The LWIA is to identify all sources of funds to be used in the project. Every budget items must be justified. Every staff position must be identified and the task described. Every consultant or trainer must be identified as to task and outcome. Travel expenses must be described and justified.

ATTACHMENT VI

CAPACITY BUILDING/TECHNICAL ASSISTANCE APPLICATION

LWIA NAME:_____ **DATE**:_____/_____/_____

PROJECT NAME: _____

_____ Capacity Building Application
_____ Exemplary Program Application
_____ Performance Management Application
_____ Special Technical Assistance Application

1. The Purpose of the Project: (20 points)
    Problem Identification:

2. How will Technical Assistance/Capacity Building resolve the problem? Problem
    Analysis: (10 points)

3. Project Organization and Management: (10 points)
    Financial Management:
    Project Timeframes:

4. What processes/techniques will be used to resolve the problem? (20 points)
    Selecting a Solution to the Problem:

5. Name Community public/private resources leveraged to operate the Project? Discuss Partners and Stakeholders Involvement in the Project. (10 points)

6. Describe how the Capacity Building/Technical Assistance project will be evaluated for replication, continuous improvement and evidence of success. (20 points)

I, _____, Chairperson of the Local Workforce Investment Board (WIB), have reviewed this application and concur with the use of the funds.

_____ Date: _____
    WIB Chairperson

_____ Date: _____
    Local Workforce Investment Area Director

BUDGET: (10 points)

ITEM REQUEST	TOTAL	WIA FUNDS	OTHERS	CB/TA
Salaries/Staff	$_____	$_____	$_____	$_____
Professional/ Consultants	$_____	$_____	$_____	$_____
Learning Materials	$_____	$_____	$_____	$_____
Office Supplies	$_____	$_____	$_____	$_____
Communication Costs	$_____	$_____	$_____	$_____
Space Costs	$_____	$_____	$_____	$_____
Travel/ Lodging	$_____	$_____	$_____	$_____
Equipment	$_____	$_____	$_____	$_____
_____	$_____	$_____	$_____	$_____
_____	$_____	$_____	$_____	$_____
_____	$_____	$_____	$_____	$_____
_____	$_____	$_____	$_____	$_____
TOTALS	$_____	$_____	$_____	$_____